



WHAT'S INSIDE



Sensors detect icy conditions

Scientific instrument technicians Robert Hatton (above, on left) and Arlo Bones calibrate a weather-sensing unit on the Interstate 205 Glenn Jackson Bridge. The devices help keep maintenance crews aware of icing conditions by relaying information about the wind, temperature and moisture level to computers around the region.

See story, page 5.

ODOT selects top five goals for 1990

Communication and training have been selected as the department's top goals for 1990.

This year's top five goals are:

- Develop an action plan to address how ODOT plans, builds, finances and manages the state's transportation system during the next 20 years;
- Focus more on Oregon's urban and rural routes; improve access to Oregon ports by water, rail, highways and air; ease urban traffic congestion; and emphasize other methods of travel (intercity bus, rail and commuter air services) in rural areas;
- Stress safety on Oregon highways, in work zones and employee work environments;
- Address and influence key ODOT programs, including the TEAMS accounting system, and employee training;
- Actively participate in the national 2020 Transportation initiative and renewal of the federal Surface Transportation Act; inform Oregonians about the May 1990 constitutional ballot measure; develop an Aeronautics Division marketing plan; continue followup to the ODOT employee survey; and train department employees to communicate with the news media.

Plenty to plow



A snowplow driven by Canyonville Highway Maintenance Specialist Ray Mouser clears Interstate 5. A series of snowstorms whipped through Western Oregon in mid-February, knocking out power and closing schools. The storms came at the heels of a series of violent January windstorms that downed hundreds of trees.

Suggestion outgrowth of concern

Teen-agers working on Oregon's Youth Litter Patrol find most anything imaginable along state highways. Some of those things can be life-threatening.

Hypodermic syringe needles—along with other trash considered unsuitable for litter bags—typically are flagged for Highway Division maintenance crews to pick up after the litter patrol makes its sweep. But the needles can penetrate gloves, and occasionally litter crew members have missed isolating hazardous materials from other waste.

is dumped onto a conveyor belt, and teens sort bottles, crumpled paper, torn sheets of plastic, cardboard, cans and fast-food containers, and then toss them into barrels.

Needles that have been accidentally placed in litter bags "could cause additional hazards to the enthusiastic sorter or unknowing handler," Burney said. His suggestion, if adopted, would place well-identified biohazard boxes either within or mounted on pickup trucks used by Oregon Youth Litter Patrols.

"Marked biohazard boxes would

***'If current trends continue as they have been, we can expect...an improvement in the way we do business through better customer service, increased safety and a more productive use of existing resources.'*—Mel Galvin**

Ted Burney of ODOT Photo Services recognized the potential for danger while videotaping Oregon Youth Litter Patrol members. So he submitted his idea to the department's Employee Suggestion Awards Program to provide litter crews with biohazard boxes, for the safe disposal of the syringe needles.

The idea caught the attention of the Highway Division's John Sheldrake, field operations engineer for the Office of Operations, Maintenance and Construction. Sheldrake and other Employee Suggestion Award coordinators voted it suggestion of the month for December.

The danger from used needles is particularly acute in the Portland area, where up to 85 percent of the trash collected by litter patrols is recycled. Trash

increase awareness of the potential danger of some of the items the litter crews handle," Burney said.

Dennis Mitchell, Employee Suggestion Award Program coordinator for the Highway Division, said he is investigating the feasibility of implementing Burney's suggestion. But right now he said that one of the obstacles he's encountered is finding a way to legitimately dispose of full biohazard boxes. Landfills currently refuse items labelled medical waste, and other disposal sites typically charge a fee.

No Oregon Youth Litter Patrol members are known to have been infected by dirty needles, according to Mitchell. Dave Don, District 2B Landscape Crew Supervisor, said litter patrols in his area collected 200 needles



Amy Dial, a Portland highway landscape crew member, deposits a syringe that was found along a roadway shoulder into a biohazard container.

in one day.

Burney's brainchild is but one idea that has made it to the Employee Suggestion Award program.

The Department of Transportation leads other state agencies in the Employee Suggestion Awards Program. Employing just 15 percent of the state's workforce who are eligible to participate in this program, ODOT employees turned in 35 percent of all the suggestions submitted during 1989, according to

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DIRECTOR'S COLUMN

To interact is to test one's ability to give

By **BOB BOTHMAN**
ODOT Director

The department's mission, values and goals have been the object of attention lately. Division administrators have agreed on ODOT's organizational mission and values, and we've now launched into the process of connecting them with each division's goals and objectives.

When that process is all said and done, we expect the end result to be a comprehensive statement of ODOT's reason for being.

The four value statements—service to the public, open communications, pride in our employees, and quality management—are intended to represent the diversity of our work, how each of us perform distinctly different jobs from day to day. But the values are also designed to show how all 4,500 of us are committed to making transportation in Oregon a pleasant experience.

Despite the comprehensive nature of ODOT's four values, no one value is more encompassing than maintaining open communications. It transcends all boundaries. It means building consensus with legislators, local government officials, the public and our employees.

In the books "A Road Less Traveled" and "The Different Drum," Scott Peck defines communications as the task of creating harmony, or peace making. Good communications can be the basis for building an effective human relationship, just as poor communications can lead to a dissolution of a relationship. Peace making and reconciliation mark the bottom line for any organization that thrives on communication—from state agency to family.

Building communication skills demands understanding one's limits, then extending them. It means blasting through the inertia we call laziness, and moving ahead on what might frighten us. It's work, and setting new limits takes courage.

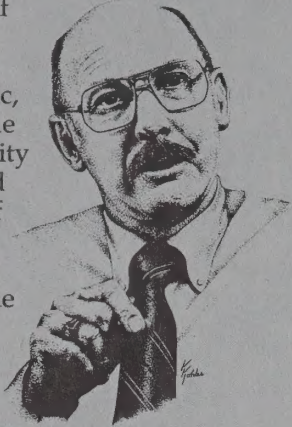
Effective expression and listening requires us to pay attention. Listening tests a person's ability to give, to care about another person's

viewpoint. On the other hand, one of the most caring things you can do for another is to make time to listen.

The Department of Transportation values communication skills in its employees and applies that value to its programs and everyday work. ODOT's employee survey, conducted slightly more than a year ago, called for a strengthening of communications among employees, between managers and employees, and between the department's management

sure would allow counties and transportation districts to use local vehicle registration fees for public transportation projects as well as road and street improvements. If it passes, it will mean we're one step closer to seeing a comprehensive transportation funding package.

The Parks and Recreation Department's 2010 program, in a similar fashion, has set the foundation for a new, invigorated and aggressive parks program in Oregon. The Aeronautics Division, when faced with the reality that few



***Peace making and reconciliation mark the bottom line
 for any organization that thrives on
 communication—from state agency to family.***

and the rest of the organization. In the months since then, I've heard success stories of how communication is improving within ODOT, and I'd like to think the survey implementation process was responsible for that progress.

Each of our divisions is following up on the specific issues that emerged from the survey. While some of the issues directly relate to communications, others were brought to the table because work crews are communicating better.

Team building has been on the minds of many, I realize. Crews have been meeting to iron out concerns, and that, in itself, has been tremendously beneficial. But one of the key elements of team building is for team members to learn how to communicate openly, honestly and how to reach consensus.

Most of our divisions are actively involved in communication programs that reach out and ask for the public's view on upcoming projects. The Six-Year Highway Improvement Program currently is being debated in a series of statewide meetings.

But that's just one example. DMV also must open proposed administrative rule changes to public scrutiny, and Public Transit is taking an active role in the development of light-rail projects in the Portland metropolitan area. The efforts signal an increasingly proactive effort to communicate with our constituents, the users of our services.

The Transit Division also is explaining and gathering feedback on a ballot measure to be placed before voters this May. That ballot mea-

Oregonians know about its work or role in Oregon's development, has decided to market itself. By marketing our aeronautics program, we can provide a major stimulus to Oregon's economic development.

On a more personal level, I've been traveling around the state and meeting with some of you during my shoelather trips. A recent two-day trip from the northern Oregon coast south to Newport included time to speak with constituents, the media and Highway and DMV crews. The trip was a patchwork of opportunities, divided between a Rotary Club, Kiwanis Club, chamber of commerce and legislators, newspaper publishers and editors, and radio talk shows. The time was valuable, for not only did I learn a lot, but I believe the department gained credibility from those contacts. Credibility and a shared understanding of purpose are the trademarks of improved communication.

What we need to do is simpler said than done: We need to build a network of local advocates for transportation. And that means you.

As you consider your role within the department, consider how what you do affects the people you work with and the people you're working for—Oregonians.

From that perspective, you can begin to appreciate how critical it is to get the word out about our programs and needs. It also becomes indelibly clear how each of us, at whatever level in the organization, has a duty to listen and care about our collective future.

Letters



In time of need

Don Forbes,
 State Highway Engineer,
 Salem:

Northeastern Oregon was struck by a fierce windstorm in early January, when more than 700 trees toppled onto the highway.

Two members of the Elgin Section Crew, Troy Dowdy and Billie Lappin, were out at the height of the storm cutting and removing trees from the highway. While riding in their truck, a tree fell across the truck cab and caused severe damage. Billie Lappin, the driver of the vehicle, was knocked unconscious from the impact.

After regaining consciousness, Billie and Troy continued to remove the downed trees. Billie later was taken to a doctor to have his swollen left arm checked. Billie had every reason not to return to work after receiving medical attention, but said the crew needed all the help it could get, so he returned to

work.

I thought you might be interested in such a dedicated highway employee.

WALT SULLIVAN
 District 13 Maintenance Supervisor
 La Grande

Honest, considerate

Larry Asburry,
 District 5 Maintenance Supervisor,
 Highway Division,
 Springfield:

I lost my wallet in the Grant's Pass/Springfield area this winter. Without much hope of retrieving it, I took care of some lost items that required my immediate attention, such as reporting my lost driver license and replacing it, notifying the Oregon State Police of the lost wallet, cancelling credit cards and stopping payment on a blank check that was in the wallet.

I concluded that my other personal items were gone forever.

A few days later, (District 5 Landscape Crew Supervisor) Richard Davis phoned my home and relayed the message that one of his employees, John Grimes, found my wallet and turned it in. Richard spoke with my wife and made arrangements to have the wallet returned.

My wife and I want to thank John and Richard for their help in returning my wallet to me. We also want you to know that we appreciate personnel such as these two gentlemen in the state Highway Division.

RICHARD ROBERTS
 Portland

Humanizing the law

Ann Snyder,
 DMV Public Affairs Manager,
 Salem:

On behalf of the Oregon Utility Safety Committee, I want to tell you how much we appreciate the presentation Dan Dlugonski gave to our group this winter. We found his presentation on Oregon's new regulations concerning the commercial driver licensing classifications both timely and informative.

Our committee is composed of representatives of public and privately owned utilities (electric, gas, telephone and cable television) from throughout

Oregon.

Dan offered our group a greater understanding of these new regulations and their intent.

BRIAN FARRELL, Chairman,
 Oregon Utility Safety Committee



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 Andy Booz

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Portland DMV office recovers after fire

The Northeast 82nd Avenue Motor Vehicles Division office reopened seven months after it was destroyed in an arson fire, but it took a while for customers to discover that.

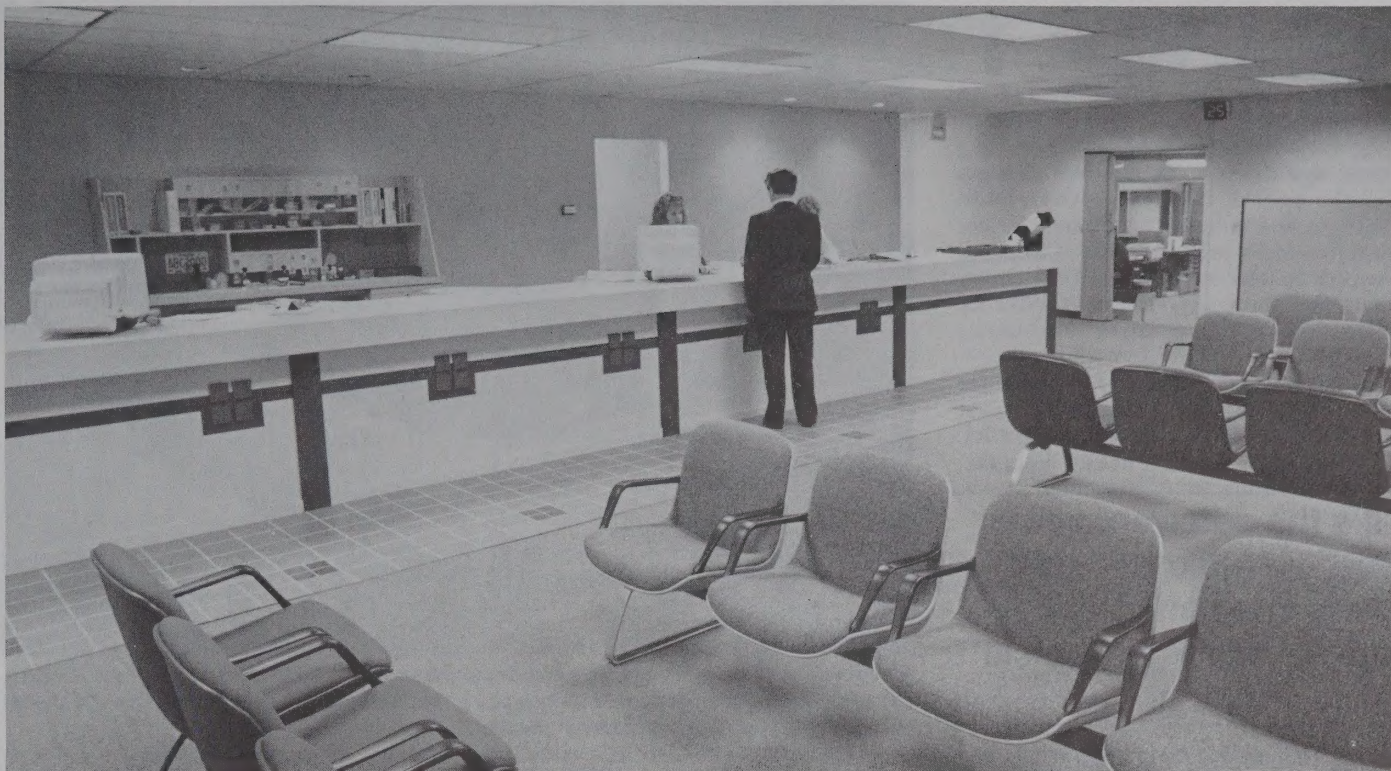
"It started out slowly," said Michael Ward, facilities manager with DMV's Field Services Branch. "It took a while for the public to learn that the office is open again."

After the office at 1836 N.E. 82nd Ave. burned down in May 1990, DMV customers were encouraged to use the full-service offices in Beaverton and on Powell Boulevard, or the limited-service DMV Express offices at Lloyd Center or Mall 205.

The rebuilt office on Northeast 82nd Avenue was used as a dealer processing center and employee training facility last fall before it was reopened to the public in December. Although it took a while, the number of customer transactions has now returned to pre-fire levels, Ward said.

The 15-person office staff that had been reassigned to area DMV offices in the interim also has returned to the Northeast 82nd Avenue office, Ward said.

The arson fire at the building that once stood at that same location caused about \$100,000 in structural damage and about \$500,000 damage to its contents.



Customers were treated to speedy service in the first few months that the Northeast 82nd Avenue DMV office reopened. The office was rebuilt following a May 1989 arson fire, but it took customers a while to discover that. Customer transaction levels have since returned to their pre-fire levels.

Ceremony unhampered by blustery weather

An icy winter rain stung the faces of spectators huddled alongside U.S. 30. The wind billowed the canvas roofs of the overhead canopy and nearly pulled the cover off the Building Better Roads for Oregon sign.

It was no day for a celebration.

But the 35 Columbia County residents who came to see Gov. Neil Goldschmidt and ODOT Director Bob Bothman dedicate their newly widened highway didn't seem to mind the weather.

With the two-mile Scappoose-to-

Multnomah County line project completed, local commuters and truckers now have four concrete lanes leading from Portland to Warren.

The \$4.5-million project is the first in the Highway Division's Region 1 that has been completed along an Access Oregon Highways (AOH) route.

The Access Oregon Highways program targets revenue from the gasoline tax increase passed by the 1987 Legislature on highways considered vital to Oregon's economy.

The Lower Columbia River

Highway was chosen as one of 15 AOH routes because it serves Portland's industrial area, provides a crucial link between Portland and the Oregon coast, and supports the growing industrial base in Columbia County.

The AOH program also will provide for a number of other projects along the highway. This spring, a \$5.4-million project will repave the 11-mile stretch between Rainier and Tide Creek, add guardrail and make safety improvements to potential rockfall areas. In 1993, a \$14.6-million job will widen the highway to four lanes between Columbia City and Warren.

The Highway Division also is looking at the route's future potential.

A corridor study already is underway to determine what projects are

appropriate along the highway's entire length from Portland to Astoria, with a goal to make improvements that will allow motorists to travel 50 mph. The first phase of the study recommends widening the freeway to four lanes through urban areas, adding a passing lane through rural areas and straightening curves.

During the study's second phase, the division will work with local governments to determine the best way to balance the need for businesses to maintain highway access with the Highway Division's commitment to keep traffic moving safely and smoothly.

Another study will identify the most efficient transportation modes for commerce.

Highway award evolves, recognizes more efforts

The Highway Division's 3-E Award selection process is being transformed to allow for equal recognition of regional and headquarters finalists, rather than selecting two statewide winners.

The changes become effective immediately.

State Highway Engineer Don Forbes said, "We want to recognize the many dedicated and devoted employees in the Highway Division."

Region engineers are establishing selection procedures for each of their individual regions. In Salem, Deputy Bill Anhorn and Project Development Manager Duane Christensen are establishing selection guidelines for the sections that report to them. Procedures must include objective, documentable criteria for the awards, Forbes said.

The 3-E recognition program—which stands for the Highway Division's traditional values of economy, efficiency and excellence—was started in 1985 by then-State Highway Engineer Scott Coulter. Forbes appointed a committee in 1989 to study and revitalize the program to make it, once again, the division's top employee recognition program.

Nomination forms, available this month, must be returned to a Highway Division region office or Salem headquarters offices by April 10. Criteria for non-management employees may include safety, initiative, effective use of equipment, and suggestions to improve work area or methods. Outstanding achievements by management employees in leadership, employee morale, increased efficiency and improved management techniques will be considered

in that category.

Any employee may nominate any other employee, as in the past. Region and headquarters committees will select their 3-E award winners. Following local award ceremonies in May, a ceremony will be held in Salem in June to celebrate the finalists.

Rail line back in business

A southeastern Oregon rail line washed out by flood waters nearly six years ago is back in business.

A six-mile section of track between Ontario and Burns was covered by rising waters from Harney and Malheur lakes in the early 1980s, limiting local shipping service and crippling the export of wood products to Midwest and East Coast markets.

After floodwaters dropped, crews repaired and reinforced that portion of track. Plans call for raising the track four feet above the high water mark this spring, according to ODOT Rail Planner Ed Immel.

"Putting most of the rail traffic back on the track and off the highway saves the Highway Division about \$100,000 a year in pavement maintenance costs between Burns and Ontario," Immel said.

The department is acting as the local sponsor for the \$3.2 million project, which is expected to generate about 115 new jobs. The project is scheduled for completion this fall.

NEWS BRIEFS

Annual beach clean up draws volunteer support

The Parks and Recreation Department is urging civic clubs, school groups and other organizations to sign up for the fourth annual "Company's Coming" beach cleanup scheduled this month.

The event, to be held from 9 a.m. to 1 p.m. Saturday, March 17, offers volunteers 61 access sites on the coast that will be staffed by off-duty state park employees and other volunteers. To help clean up Oregon's beaches, contact Joann Zinda at 842-4981 for Clatsop, Tillamook or Lincoln County beaches; and Dona Stanley at 347-2209 for beaches south of Lincoln County.

Highway property damage claims decline in 1989

The state Attorney General's office recovered nearly \$800,000 in 1989, as a result of damage to Oregon's roads and bridges.

Total damage claims collected for the Highway Division represented a 43 percent decrease from the \$1.4 million recovered in 1988. A cargo ship that hit the Astoria bridge during 1988 accounted for that year's unusually large damage recovery.

State park visitors help bolster economy

A survey conducted by the Parks and Recreation Department indicates annual state park attendance is having a substantial impact on local economies.

The average state park visitor earns an annual income of about \$33,000. Visitors each spend an average of \$26 per day within 25 miles of the park they're visiting, amounting to about \$250 million each year statewide.

Bartel promotion creates job opportunities

Walt Bartel, formerly District 12 maintenance supervisor, Pendleton, has been named Region 1 construction engineer, Portland.

Walt Sullivan, formerly District 13 maintenance supervisor, La Grande, has been permanently assigned to Bartel's former position in District 12. Jay McRae will temporarily assume DMS responsibilities for District 13, until a permanent replacement for Sullivan is selected.

Licenses promote safe driving

Oregon's provisional licensing law has made an impact in the first five months it has been in effect.

The law was implemented in October 1989 to reduce the number of highway accidents and deaths involving teen-age drivers. It requires drivers under age 18 to obtain provisional licenses and enter an accelerated driver improvement program, which imposes swifter actions or penalties if the driver gets too many convictions for traffic offenses while carrying a provisional license.

Pete Nunnenkamp, DMV's Driver Safety Section manager, said, "We first issue provisional instruction permits, then provisional licenses," he said.

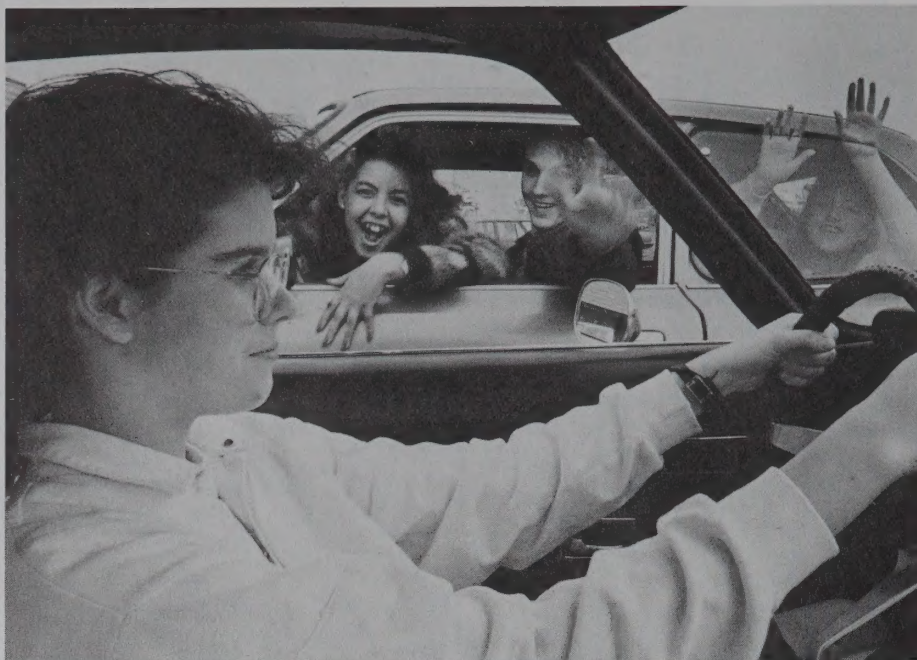
'It's the deterrent value that we hope will make teens stop and think before driving a vehicle after drinking.'

"Then, if needed, we send warning letters, hold interviews an interview suspensions."

Two months into the provisional licensing program, the Motor Vehicles Division issued 4,840 provisional permits and 3,171 provisional licenses. DMV sent out 61 warning letters, held no driver improvement interviews, and suspended one license.

Another method of measuring the new law is the suspensions issued for teens under age 18 who fail a breath test for driving under the influence of intoxicants.

Sandy Brown, supervisor of the Implied Consent Unit, said, "Teens



Oregon youths under age 18 now must drive using provisional licenses, which severely penalize drivers if they get too many convictions for traffic offenses while driving with a provisional license.

under 18 years of age who fail a breath test by having a blood alcohol content (BAC) of more than zero percent are subject to the same sanctions under the Implied Consent law that adults are at 0.08 percent or greater BAC level. That includes anyone under age 18, with or without a provisional license.

"In 1989, we received 14 Implied Consent forms for teens under age 18 that were driving above the zero BAC level, but were below the 0.08 percent level."

To insure the legality of the Implied

Consent suspensions, DMV altered the Implied Consent forms used by the police at the time of the arrest to reflect the new BAC level for teens under 18.

"The new BAC law for teens under 18 has no effect on the driving under the influence of intoxicants law. A person must be arrested under the DUI laws, just as an adult is, before an individual is asked to take the breath test," she said.

Nunnenkamp said, "It's the deterrent value that we hope will make teens stop and think before driving a vehicle after drinking."

Central Services shuffle

A Central Services Division reorganization will create three assistant director positions.

The plan, effective immediately, is the product of ODOT's Management Team, a group of top-level administrators including Director Bob Bothman, four operating division administrators, the interim deputy, and the director of public affairs.

The reorganization also replaces the current deputy director position with an assistant director for finance. Support and administrative functions will be administered by Judy Gregory, who is now serving as interim deputy, and communication activities will be administered by Director of Public Affairs John Elliott.

Recruitment for the chief financial officer position will begin as soon as possible, according to Bothman. Although responsibilities for that position are not yet final, they likely will include accounting, budget, revenue and financial analysis.

Bothman said the department's recently adopted strategic plan placed particular emphasis on strengthening ODOT's financial activities. "We'll pull together some functions that have become fragmented over time," he said.

OSU project aims to reduce deer kills

A wildlife warning device designed to reduce the number of deer killed while crossing highways remains under study following a sharp increase in the number of vehicle-deer collisions.

An estimated 500 deer are struck and killed by motor vehicles in Oregon each year, with most of those deaths during the fall and spring migration periods.

With the intention of reducing the

number of deer kills and improving motorist safety, the Highway Division last fall installed a series of red reflectors along two, mile-long sections of U.S. 97 south of Bend. The devices reflect headlight beams from oncoming vehicles into the adjacent roadside area to discourage deer from approaching the highway when traffic is present. District 10 Maintenance Supervisor Dick Nelson, Bend, said a two-year pilot program being conducted by Oregon State University remains less than one-third complete and has not yet produced sufficient data to determine whether or not the devices are effective.

"The total deer kill in Central Oregon last fall was nearly twice as high as normal," Nelson said. "The numbers in the test section also were up and we're not sure why. It's just too soon to tell."

Nelson estimates that nearly five deer were killed on the test sections of highway each year before the pilot project began. Six deer have been killed since the devices were installed there last October.

If the reflectors prove effective at reducing the number of deer killed, they could be installed at all major deer crossings in the state, according to Nelson.

HISTORY

MARCH 1985

- The Environmental Section prepared to release "Historic Highway Bridges in Oregon," a publication that added 68 bridges to the National Register of Historic Places, raising the number of historic bridges to 145.

- Hundreds of ODOT employees reportedly were ridesharing to work and benefitting from its financial savings.

- For the first time ever, field survey crews could feed data directly into a computer to electronically produce maps and field designs. The new equipment promised to speed the survey process and increase accuracy by six times.

- New snow removal equipment valued at \$1.5 million was purchased by the Highway Division to help maintenance crews contend with heavy snows.

MARCH 1980

- The Highway Division prepared for a major construction and rehabilitation season involving \$155 million in contracts through 1980. About half of those funds were for completion of Interstate 205 on Portland's east side.

- ODOT prepared statewide budget reductions to deal with Oregon's economic recession.

- Oregonians prepared to vote on a constitutional amendment that would continue the practice of restricting highway funds to highway construction and maintenance.

- Responding to ODOT's affirmative action program, 15 women and minority employees applied for job rotation assignments in six engineering aide positions.

Prorate move aids truckers

The Motor Vehicles Division's Prorate Section in February moved to the Public Utilities Commission headquarters in the Labor and Industries Building, Salem.

"This consolidation is part of an overall transition which will provide 'one-stop shopping' to interstate truckers for payment of their registration and road use fees and fuel taxes," said Dawn Hills, manager of the Prorate Unit. Before the services were merged, truck drivers paid their registration fees at DMV and other fees and taxes at PUC.

A combination of Prorate with PUC will be phased in over a two-year period. Until the groups are fully merged, the eight-member Prorate Section will function as a separate unit with a separate mailing address and computer system.

"The function of Prorate is to determine the interstate truckers' total registration fees for all states in which they travel, based on information given by truckers regarding their vehicles and travel mileage," Hills said. "Truckers then pay their combined registration fees to the state of Oregon, and Prorate forwards their fees to their base states."

In December 1989, Prorate processed more than \$6.5 million in registration fees and disbursed more than \$5 million to other states.

Ideas put into action; suggestors rewarded

Continued from Page 1
to Mel Galvin, manager of the Office of Productivity.

The department also boasts that, since 1980, its employees have been responsible for 53 percent of the \$8,119,708 that has been saved through the Employee Suggestion Awards Program. During 1989 alone, employees submitted 240 suggestions that were verified to save \$131,032 within the first year those ideas were implemented.

"If current trends continue, we can expect to see an increase in the number of department employees participating in the suggestion program," Galvin said. "We can also expect to improve the way we do business through better customer service, increased safety and a more productive use of existing resources."

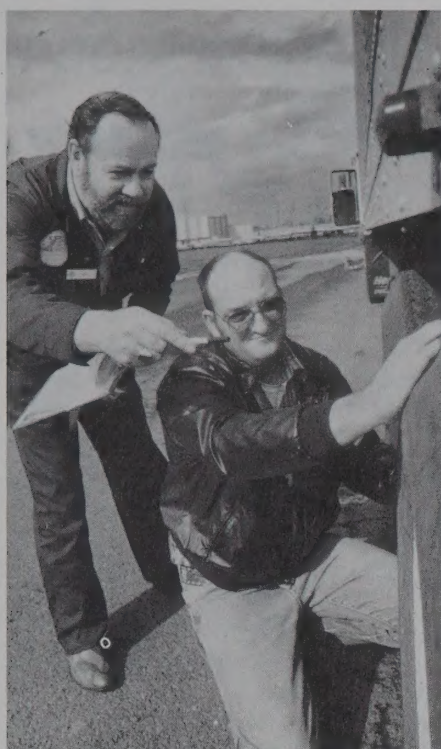
Recognition for outstanding program participation went to one division administrator, two division

coordinators, six evaluators and two suggestors, she said.

Galvin conducts a monthly meeting of ODOT's division employee suggestion coordinators, has improved the orientation process for new coordinators, and streamlined suggestion handling and tracking procedures. The committee also has developed and implemented an ODOT Employee Suggestion Award bonus pilot program.

The committee presently is devising a selection process to award department employees whose suggestions were adopted in 1989. Nominations were submitted by each division coordinator. The winning suggestors will be awarded a \$100 Savings Bond and a certificate by the Transportation Commission in May.

The Employee Suggestion Awards Board also is working to improve the existing Employee Suggestion Award Program.

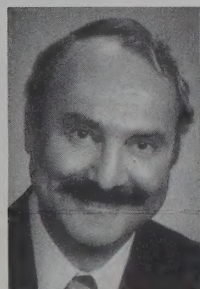


Gil McAuslan, a driver examiner with the North Salem DMV office, reviews a safety inspection with a truck driver.

Bob Hector to retire

After nearly 32 years with the Highway Division, Region 5 Engineer Bob Hector is retiring March 31.

Hector began his Highway career in 1958 as an engineer's aide in Pendleton.



Bob Hector

Among the positions he has held are region construction engineer, region maintenance engineer and location design engineer. Much of his career has been spent in eastern Oregon. Hector has been Region 5 engineer since April 1982.

"The job I have now—region engineer—is the best," he said. "But I've enjoyed many other jobs, including transitman. I like helping people along, teaching them the tricks of the trade and how to get things done. I enjoy seeing them learn and develop, taking what I've taught them and doing it better than I could," Hector said.

Hector has professional engineer and land surveyor registrations, and is a licensed private pilot.

RETIREMENTS

Gene Bowden, revenue auditor 2, Motor Vehicles Division, Salem, retired in February after 10 years of service.

Jack Clark, heavy equipment mechanic, Highway Division, Bend, retired in February after 23 years of service.

Jack Crockett, highway engineer 1, Highway Division, Eugene, retired in February after 34 years of service.

Ted Litchfield, supervising transportation engineer E, Highway Division, Salem, retired in February after 41 years of service.

REMEMBERING

Norman Roth, programmer, Information Systems Section, Central Services Division, Salem, died Jan. 17. Roth, who was 51, served ODOT for four and one-half years.

Wilford Williams, highway maintenance specialist, Highway Division, Portland, died Jan. 9. Williams, who was 57, served ODOT for 11 years.

Douglas Grassick, park ranger 2, Nehalem Bay State Park, Parks and Recreation Department, Nehalem, died Sept. 10, 1989. Grassick, who was 77, retired in 1976 after 32 years of service.

Truck drivers brace for strict licensing law, to start April 2

With less than one month to go before it begins issuing Commercial Driver Licenses (CDLs), the Motor Vehicles Division is getting ready.

"We're getting our employees ready, we're getting our offices ready, and we're trying to get the public ready," said Steve Ross, coordinator of the CDL program. "During February and March, all of the more than 300 employees in our branch offices received two days of special training on how CDL transactions will work," Ross said.

DMV employees have been receiving memos and other information since Oregon passed during the last legislative session.

"All of the examiners who will conduct the CDL driving skills tests have received five days of training," Ross said. "Plus we've hired and trained more than 60 employees to work in our offices."

Nearly 120,000 Oregonians will need to receive a CDL between April 2, 1990, and March 31, 1992. To help with the increased customer load, 10 DMV offices will offer extended hours, including Saturdays and some evenings, for CDL testing. These offices are Bend, West Eugene, Klamath Falls, La Grande, Medford, Newport, Pendleton, Redmond, Roseburg and North Salem.

To find out what hours these offices will be open, Ross recommended that customers call them after March 15.

Two new offices that will conduct only CDL knowledge testing and licensing will open April 2 in the Portland area; one on 82nd Street in Clackamas, the other on Oregon 99 in Tigard.

"Customers can call 299-9999 after March 15 to find out the hours and locations of the Portland CDL offices," Ross

said. "These offices do not offer driving skills tests, and customers should not bring their commercial vehicles to these offices. With around 120,000 drivers to be tested, it's important for that number to be spread out evenly over the two-year implementation period," he said.

Commercial drivers whose licenses expire between April 12, 1990, and April 1, 1992, should get their CDLs at license renewal time. Those whose licenses expire after March 31, 1992, should get their CDLs two years before the license expiration.

"We'll be sending out reminders to people when it's near their time to come in for a CDL," Ross said.

In February, DMV did its second mass mailing of CDL information to more than 175,000 Oregon drivers.

"We're really hoping word gets out about CDL," Ross said. "We've done the mailings. We've just completed a speakers' tour of 21 public presentations across the state, and DMV personnel have given numerous talks to trucking groups. This is the most people we've ever had to retest in the shortest time."

Most CDL training paid

Highway maintenance workers are among those affected by strict new licensing requirements. Most maintenance workers and supervisors will need either an "A" or "B" level commercial driver license as a condition of employment.

The division's policy-making R-Team in February set guidelines for implementation of the commercial driver licensing program.

During implementation of the new federal law, the Highway Division will pay for some of the costs for current employees who need licenses. The division will pay fees for the initial knowledge test and all endorsement fees. Specific endorsements include airbrakes, tank vehicles and hazardous materials.

The division also will also pay the fee for retaking the test once; those who fail the test twice must pay the fee for taking the exam a third time. The divi-

sion will provide paid training time for employees who need assistance in preparing for the exams and will pay travel expenses for employees to get to a group examination site.

Many experienced drivers will take only the written tests and not the driving tests. Inexperienced drivers or those with poor driving records must take a driving skills test. The Highway Division will pay for the skills test only for inexperienced drivers.

Employees will pay for the license issuance fee and physical examination, plus license renewal fees.

Employees who cannot pass the exams will be accommodated in non-driving work if available. If it is not available, division staff will try to place those employees elsewhere within the department.

The ODOT Safety Section has developed training materials, including an outline, videos and sample tests.

Albright award modified

The annual Isabel Albright Award has expanded to include two categories—secretarial and office support.

One winner will be selected in each category. Office support, added this year, recognizes ODOT's receptionists, file clerks, word processors, and mail and copy center employees.

Nominations may be made by supervisors and peers. Any department employee, except the award selection committee, may nominate any other ODOT employee, including permanent seasonal employees, in either the secretarial or office support category. Nominees must have served ODOT a minimum of two years.

Nominations are due to the Director's Office by March 8.

Winners of the secretarial and office support categories, to be announced at an April 27 luncheon, will receive a \$100 savings bond, a plaque and a one-day, out-of-town seminar.

Contact Florence Neavoll, 378-6388, for more information.

'Tooters need more players

The TransTooters Dixieland jazz band is looking for a few professional caliber musicians.

The group performs at ODOT functions.

To join, contact Donna Graning, Public Affairs, 378-6546.



Barney Perry, a bridge operator, tracks the weather conditions on the Glenn Jackson and Fremont bridges using a computer linked to weather sensors (see photo, page 1).

High-tech weather station tracks bridge conditions

Computer-aged technology helps highway crews in their battle against the winter elements.

Three of the Portland metropolitan region's bridges have their own mini-weather stations to help crews get the jump on icing conditions. Sensors installed on the Fremont Bridge, Glenn Jackson Bridge and the Quartz Creek Bridge relay information about the wind, temperature and moisture level to computer screens around the region. During office hours, they are watched by the

Interstate Bridge crew.

When heavily traveled bridges, such as the Fremont, Glenn Jackson, Interstate and Marquam, do become icy, highway crews apply a liquid de-icing solution similar to the chemical used to de-ice airplane wings. The biodegradable de-icer is non-toxic and non-corrosive and is effective to 20 degrees below zero Fahrenheit.

The sensors on the Quartz Creek Bridge, on U.S. 26 west of Manning, are connected to a flashing sign that warns drivers when the bridge is icy.



Dave Willhite, District 2A maintenance supervisor (on ground), hands a birdhouse to Highway Maintenance Foreman Dean Kutsch to be placed in the West Linn Rest Area off Interstate 205. The nest boxes give birds a break between travels.

Birds on the go get their own rest areas

Birds now can take a breather along with their human counterparts at several highway safety rest areas.

The Highway Division has been provided nest boxes, or bird houses, for large and small nesting birds through an expanded bird sanctuary program.

The program is being sponsored by the Oregon State Federation of Garden Clubs and Oregon Roadside Council.

The first brown nest boxes went up in trees throughout the West Linn rest area off Interstate 205, and the remaining boxes have since been placed in the Sunset Highway (U.S. 26) rest area west of Manning, and other rest areas near Eugene and Corvallis.

The program, now in its second year, has received an enthusiastic response, according to Robert Fariss, president of the Oregon State Federation of Garden Clubs.

The brown nest boxes are built to Audubon Society specifications and designed to house various sizes

of nesting birds, including swallows, flickers, owls or wood ducks.

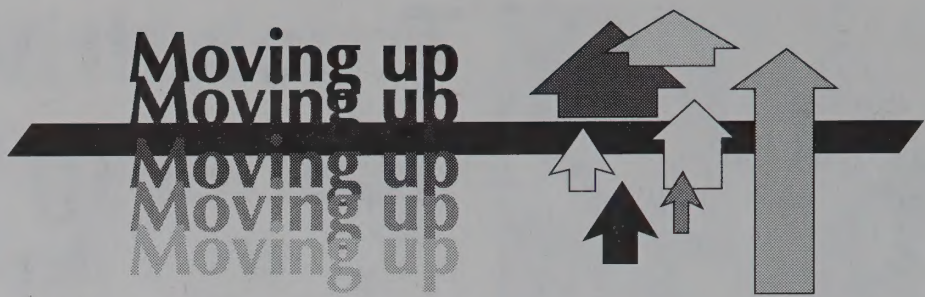
"We're distributing boxes statewide, and we can barely keep up with the demand," Fariss said. "We hope to give a little bit back—whatever it takes to help the birds survive."

Dave Willhite, District 2A highway maintenance supervisor, said the boxes are being installed out of reach to discourage vandalism.

Materials for the nest boxes are being provided through a \$2,000 grant from the Oregon Roadside Council. Fariss said those funds are intended for plantings and water facilities, as well as the bird houses.

The bird boxes are being built by Fariss, a retiree who is contributing his labor.

About 42 nest boxes have been placed in Highway Division rest areas, and more are planned for the Santiam rest area off Interstate 5, about five miles north of Albany, in addition to rest areas in near The Dalles, La Grande, Salem and Medford, according to Fariss.



Motor Vehicles Division

Terrina Aguilar, clerical specialist to administrative assistant, Salem.
Carolyn Biggins, clerical assistant to clerical specialist, Salem.
Leslie Chan, clerical assistant to clerical specialist, Salem.
Lydia Esquivel, clerical assistant to clerical specialist, Salem.
Laura Perkey, clerical assistant to clerical specialist, Salem.
Carla Simmons, clerical assistant to clerical specialist, Salem.



Leslie Chan
Clerical Specialist
Motor Vehicles Division
Salem

Highway Division

David Boyd, highway engineer (HE) 1 to transportation engineer (TE) 1, Roseburg.
Thomas Browning, HE 1 to TE 1, Salem.
Denise Carnine, clerical assistant to secretary, Salem.
L. Jenise Carter, HE 1 to HE 3, La Grande.
Gene Hedrick, engineering technician (ET) 2 to associate transportation engineer (ATE), La Grande.
Daniel McMillen, ET 3 to ATE, Salem.
Allen Myers, HE 1 to TE 2, Klamath Falls.
Shane Ottosen, ET 1 to ATE, Salem.
Bob Perkins, ET 1 to ATE, Medford.
Hang Reede, ET 3, Salem, to ATE, Medford.
Eugene Semar, custodial worker to highway maintenance worker 1, Salem.
Richard Small, ET 1 to engineering specialist 2, Roseburg.
Michael Starnes, ATE to TE 1, Salem.
Mary Stesney, HE 1 to TE 1, Salem.
Richard Thompson, HE 1 to ET 2, Salem.



Denise Carnine
Secretary
Highway Division
Salem



Minor-Lawrence plots ODOT career options

As ODOT's career development specialist, Evelyn Minor-Lawrence has her hands full.

Minor-Lawrence One month into the job, she and her Civil Rights Section coworkers have plans to expand the department's career development programs by using a more comprehensive approach, including programs to recruit, train, educate and retain ODOT employees.

"I'm taking a look at what career development ought to occur and where we need to make improvements," Minor-Lawrence said. Her first task was to design a career program through conversations with division administrators, management staff and employees.

Minor-Lawrence joined ODOT from the Oregon Department of Environmental Quality, where she worked as a training specialist for one and a half years. She replaces Jim Pettyjohn, who accepted a position with the Children's Services Division.

Her three-step approach to career development—recruitment, training, retention—begins with outreach efforts to let potential employees know about job opportunities at ODOT.

Job fairs and college fairs spread that word to youth, while the Math, Engineering and Science Achievement program also involves high-school students, but in more specialized career fields.

She also will pursue an outreach to qualified disabled workers interested in an ODOT career.

In the long-term, Minor-Lawrence plans to include establishing an informational interview directory. By keeping that directory up-to-date, potential and current employees could learn more about careers other than their own. She also plans to develop a talent bank to give employees direct access to state job openings.

An internal survey of ODOT employees conducted during 1989 revealed that the workforce encourages the department to emphasize employee training and education. Some people responding to the poll commented they specifically need to build their skills in resume writing and interviewing to compete against applicants from outside ODOT for promotions, according to Minor-Lawrence.

ODOT's training program includes job rotations and developmental assignments for current employees, and also classes for the department's managers and supervisors, to let them know how they can foster career development within their work units.

The third component of ODOT's career development program—employee retention—offers several possibilities. Minor-Lawrence is investigating the feasibility of beginning a cross-training program that would allow employees to work in an ODOT division other than their own. She's also considering a mentor program for the department; the Executive Department currently offers a mentor program for all state employees.

SAFETY AWARDS

Crews that recently have earned the SAIF Achievement or ODOT Excellence awards for working continuously without time-loss injuries include:

District 8 Extra Gang; Willie Keller, supervisor; 8 years.

District 8 Landscape Crew; Al Jacobson, supervisor; 4 years.

District 8 Electrical Crew; Karl Keen, supervisor; 18 years.

Sisters Section Crew; Neale Callison, supervisor; 21 years.

Adel Section Crew; Gordon McCoy,

supervisor; 3 years.

District 14 Office Crew; Tom Kuhlman, supervisor; 24 years.

Ontario Landscape Crew; Jan Jones, supervisor; 17 years.

Ontario Sign Crew; Bob Mayhall, supervisor; 17 years.

Ontario Electrical Crew; Rodney Jones, supervisor; 20 years.

District 12 Office Crew; Walt Bartel, supervisor; 20 years.

District 13 Office Crew; Walt Sullivan, supervisor; 20 years.

La Grande Engineering Crew; Tom Carman, supervisor; 3 years.

Hermiston Engineering Crew; Ed Neilsen, supervisor; 2 years.

Portland Engineering Crew; Earl Mershon, supervisor; 2 years.

The Dalles Engineering Crew; Reid Meritt, supervisor; 9 years.

Portland Engineering Crew; Jarard Richardson, supervisor; 2 years.

Fort Stevens Park District; Craig Tutor, supervisor; 100,000 hours.

PROFILE: VIRGIL LEWIS

In rural America, it helps to be friendly

By ANDY BOOZ
Managing Editor

John Day's city administrator, Bill Diest, needed room for about 50 horses, dozens of displays and marching high school students during a staging for the town's annual parade. He shrugged his shoulders and wondered.

Virgil Lewis, who runs the Highway Division maintenance yard about a stone's throw up the street from city hall, heard about Bill's need and proposed a solution: "Virgil came to us and said, 'I work for the state. How can I help?'"

The horses, students and floats maneuvered into the highway maintenance yard, just up the road from the high school football field, and Virgil stood at the gate smiling and waving them on.

Learning to help one another, to work together, seems to be a requisite for residency in John Day, a proud community of 2,000. Mutual concern is something folks here have acquired out of convenience, if not necessity.

That attitude makes running a business easier. It can also mean the difference between holding an event or not, and between getting a job done on time or not. Sharing, cooperating and acting neighborly are tools for getting along and making headway in this sparsely populated eastern Oregon town.

When asked what it takes to bond a community and a state agency, the city administrator said: "We reciprocate. I guess that's it. I can't say enough good about Virgil, and I've never had a better working relationship with any state agency as we have right now with the Highway Division."

In John Day, reciprocating occurs on a day-to-day basis. It means working together, as they did when planning a John Day truck bypass.

"The Highway Division may have equipment we need, or we may have something that would help out our crews," Bill Diest said. "We just jump in there together. Same thing when it comes to building and maintaining city streets and state roads: We want to get the money into the project—we want to get moving on it—as soon as we can. I really appreciate that."

Having lived for seven years in one of the Oregon's most remote locales, Basque Station, Virgil has acquired a gentle manner that's perhaps characteristic of small towns: "Here, the people are friendly and outgoing, the town is small and most everyone knows one another. And we need each other."

His knack for establishing rapport doesn't stop with the surrounding community, though. Within his shop, his rule is to treat others as you would like to be treated. That translates into daily chores—when Virgil and his assistant, John Mitchell, assign work to a crew, for instance.



Virgil Lewis (center), highway maintenance supervisor, John Day, devotes much of his time listening to crew members, then conveying those ideas to the district level.

"I'd rather ask my crew what needs to be done than just tell them," Virgil says.

Virgil uses the same approach when attending public meetings; he listens intently and settles into his round-the-clock role as a Highway advocate. In that role, he listens before acting.

But when it comes time to act, Virgil does so without hesitation.

"You make a great commitment when you join the Highway Division," Virgil said. "You're working for the public, and you need to show them they're getting their money's worth."

For Virgil and the other members of the John Day maintenance crew, their commitment is tested almost daily, particularly during foul weather.

When winter arrives, the John Day crew goes on 24-hour call, and can be called to work extra hours to keep the roads open. "Seldom do I get through a night without the telephone ringing. It might be the Oregon State Police to call me to an accident scene, about a particularly snowpacked section of road, or tell me about a rockslide," he said. "The wintertime here in the eastern part of the state requires us in Highway to devote a lot of our time and life to the department, because we're always on call for extra work."

Virgil's peers talk about his ability to get a job done—despite his permanent disability. His back, arms and neck were crippled in a truck accident while he was in the Navy. But he doesn't let that slow him down.

"The only person who doesn't think Virgil's handicapped is Virgil," says Region 5 Engineer Bob Hector, La Grande. "He doesn't let his handicap get in the way of his work. But probably his

biggest strength is his ability to communicate with people—his crew members, government and business people. When people in small, rural towns have a problem, they go to the section foreman. In John Day, Virgil is the Oregon State Highway Division."

Virgil's supervisor, Tom Kuhlman, District 14 maintenance supervisor, Ontario, has known him since he moved to John Day in 1985. "If you've got a

'You make a great commitment when you join the Highway Division. You're working for the public, and you need to show them they're getting their money's worth.'

problem, Virgil is the first to come out and help," Kuhlman said. "He doesn't hide from a problem."

Virgil and his wife, Jean, regularly spend their off time camping, deer and elk hunting, and fishing for bass and crappie on the Snake River. Virgil's plans for retirement—now three years away—include travels to the southern Oregon coast, and time to explore the countryside with their motor home.

Virgil's Highway Division career began in the summer of 1966, as a flagger for a paving crew near Wallowa Lake. Later, he worked as a truck driver on the crew that built the Frenchglen-to-Roaring Springs Ranch road. Virgil transferred to the Roseburg Extra Gang,

where he worked construction in the summer and plowed snow in the winter for the Canyonville crew. Roughly 10 years into his Highway career, Virgil was promoted to assistant foreman in Ukiah.

For the following seven years, he worked at Basque Station, one of the Highway Division's most remote outposts. In Basque, Virgil developed an appreciation for the long distances between towns. In eastern and southeastern Oregon, it's typical for him to travel 26,000 miles a year in a vehicle, he says. Virgil's used to living in sparsely populated areas, having grown up in La Grande.

And, as the son of a logger and contractor, Virgil adopted his father's love for working with his hands. Now head of the John Day highway crew, Virgil tries to instill some of that pride in his crew members.

"Our crew gets at any problem as well as any other crew in Oregon, and we're proud of our work," he says.

He's recently had a chance to encourage others on his crew to share in that sense of pride. When the team building concept was implemented in his district, Virgil found the relatively new process encourages vertical communication, from crews to top management. Virgil gathers ideas and concerns from his crew, then introduces them at the district level.

For Virgil, the time his crew has spent on team building has been worth it two-fold. Although they have room for progress, his crew has used it to improve productivity, develop a more comprehensive approach to construction and maintenance, and generate a greater sense of belonging.

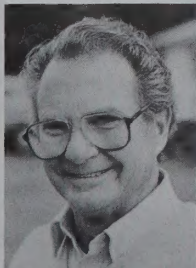
Virgil couldn't ask for much more.

RETIREES REPORT

Gerald Test, Salem, underwater inspection supervisor, Maintenance Section, retired in 1985.

Since retiring, Jerry and his wife, Betty, have traveled to Hawaii and Mexico. Jerry dove in both locations and, in Mexico, together they explored Playa Carmen, Cozumel and the Yucatan Peninsula.

They recently returned from a Las Vegas sporting goods show designed for dealers of fishing poles, guns, camping



equipment and clothes. The Tests have a second home at Otis and often spend time there. Jerry enjoys hunting and fishing, and has limited in four of his most recent five outings.

Jerry says he dives for fun in Puget Sound and off the Oregon coast. Two sunken sailing ships in the Puget Sound area, the War Hawk and the Oregon, don't have much to offer treasure hunters. The only real "finds" known still to be on the vessels are hand-cast square or round bronze nails worth between \$25 and \$75 apiece.

The Tests have two sons. Jerry belongs to the Elks Club and regularly attends the quarterly Highway Retirees

luncheon.

Carol Fowler, Salem, accident coder, Accident Analysis Unit, Traffic Engineering Section, Highway Division, retired in 1972.

After retiring, Carol and her husband, Harry, traveled together extensively throughout the United States, including northern California, Idaho, Washington and throughout Oregon. In Canada, they rode a ferry from Seattle to Vancouver, B.C., with stops at Victoria and Butchart Gardens. They then went on to Banff National Park, where they were entertained by a parade of costumed Indians and the

Royal Canadian Mounted Police.

The Fowlers used to fish and camp with their motor home at East Lake. They were members of the 336ers, the Salem Elks Camper Club, and traveled to the beach and stayed in friends' beach homes. Carol's husband passed away in 1985. In Harry's memory, a living tree was planted near the entrance of the East Lake Lodge and a plaque was hung on the lodge wall.

Carol takes great pride in her son, Jim, who is a Past Exalted Ruler of the Salem Elks Club 336 and is now District Deputy Judge. She also has two grandchildren, three great-grandchildren and two sisters.

CANDID COMMENTS

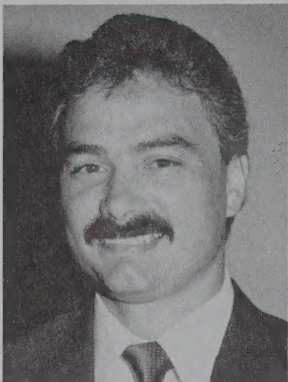
If you could try any job at ODOT for a day, what would it be?

Ken Allmer
District 7 Maintenance Supervisor
Highway Division
Coos Bay



Ken Allmer

I would select the job I presently have as district maintenance supervisor. It doesn't get any better than this. That's because I have interaction with the department and the public. As DMS, I'm on the front line and at the pulse of the organization. But if I had a year, I'd like to be a region engineer.



Larry Olson
Region 1 Utility Specialist
Highway Division
Portland

Larry Olson

A person couldn't learn much in just one day, so I would try a position that I enjoy. I'd love to spend a day as a photographer with an assignment to take photos of Oregon's beauty from sunrise to sunset.



Ann Snyder, Manager
Public Affairs and Legislation Section
Motor Vehicles Division, Salem

Ann Snyder

I'd like to serve as manager of ODOT's Personnel Services Section. I'm interested in the personnel issues that were raised in the employee survey, and I'd like to learn what considerations have to be looked at when dealing with those issues.



Shirleymae Cole
Clerical Specialist
Equipment and Services Unit
Bend

Shirleymae Cole

I'd like to be a bridge designer. With that position, you can use not only your artistic abilities, but also technical, math and science skills. Yet you can add to the visual appearance of the landscape.

Lorry Schippers
Office Manager A
Motor Vehicles Division
Pendleton

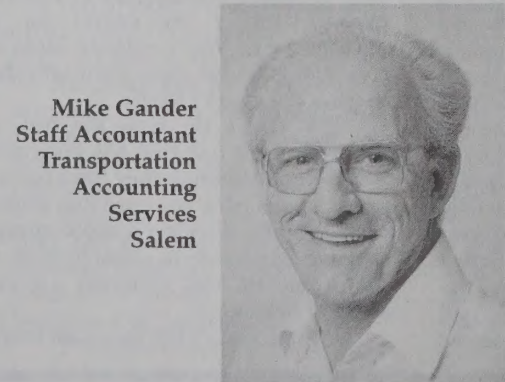


Lorry Schippers

If I could try any job for a day it would be the department's career development coordinator. Spending a day at that job would meet my goal of seeking a career that is challenging, creative and motivating. It's always nice to evaluate a position one is seeking from the inside, without any strings attached.



Rod Mabe
Highway Maintenance Specialist
Highway Division
Arlington



Mike Gander
Staff Accountant
Transportation Accounting Services
Salem

Rod Mabe

I would like to have a job for a day where I could influence the use of hot asphalt-concrete mix instead of a cold mix. I'd also like to try a job that would allow me to give input on purchasing equipment for use in the field.

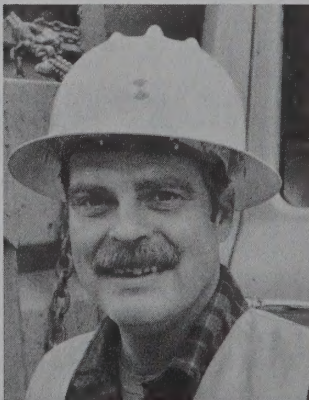


Dinah Van Der Hyde
Special Transportation Fund Manager
Public Transit Division
Salem

Mike Gander

Just for one day I would like to be a heavy equipment operator. It looks like so much fun to push that dirt around, especially if it's on a highway project.

Bob Yates
Assistant Section Supervisor
Highway Division
Detroit

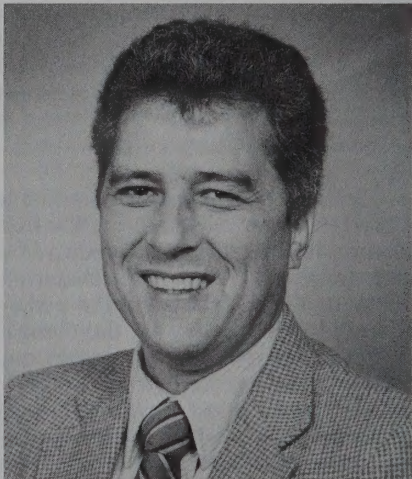


D. Van Der Hyde

I would be selfish and trade with the administrator of the Aeronautics Division because I grew up with general aviation as a kid and miss "talking shop." For a day, I would like to gain a contemporary perspective on general aviation as a transportation mode. I also would use the opportunity to understand how ODOT's other small division operates within the context of the department.

Bob Yates

I'd like to be the manager of ODOT Personnel Services for a day. The main reason is that I'm a people person, and ODOT people seem to be the best resource the department has. I'd like to see what Personnel does to develop that resource and explore more ideas to develop our employees.



Dwayne Hofstetter
State Traffic Engineer
Highway Division
Salem

Dwayne Hofstetter

I like the job I have now. But I would also enjoy working as a region engineer or district maintenance supervisor. Looking to the future, I would like to be the Public Transit Division administrator for a day because I think it's necessary for the Highway Division to build closer ties with Transit.